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ANNUAL REPORT

1 September 1994-

31 August 1995



DUBLIN INSTITUTE
of TECHNOLOGY

Institiúid Teicneolaíochta Bhaile Átha Cliath

TUAIRISC BHLIANTÚIL

1 Meán Fómhair 1994-

31 Lúnasa 1995

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Preface by the President



This is the Second Annual Report of Dublin Institute of Technology since it was re-constituted under the DIT Act (1992). It is the record of progress achieved, often in difficult circumstances, in its development as a university level educational Institute with many great strengths which may be summarised as follows.

- *The Colleges of DIT have been making their own academic awards for over 40 years.*
- *Some 40,000 of the 60,000 students, or 66% of the total, who apply annually through the CAO/CAS system express a preference for a DIT course, which is by far the largest level of interest for courses offered by any higher education institution in the State.*
- *The points scores of those admitted to DIT Degree courses are generally comparable with those of the Irish universities, while the scores of those who gain admission to DIT Diploma/Certificate courses are also very high.*
- *The DIT Degree output under the Partnership Agreement with the University of Dublin, is now over 800 per annum, which is larger than that of some Irish universities. In total more than 8,000 DIT graduates have qualified to receive University of Dublin Degrees since the Partnership was initiated in 1975.*
- *While DIT Degree courses share many features in common with the universities such as minimum entry requirements and overall academic standards, they often have a different course structure with greater emphasis on practical and project work and smaller class groups.*
- *The Institute generally has extensive and modern specialised technical facilities to serve the needs of its students.*
- *The numbers of DIT postgraduate students have increased significantly over the past few years and in the absence of the Institute having its own Degree-awarding capacity, temporary arrangements have been made with universities to provide them with appropriate awards.*
- *The Institute has put considerable effort over the past year into developing its Quality Assurance Handbook and implementing the procedures outlined in it. These procedures and their implementation compare favourably with what is being implemented in this regard in other higher education institutions.*

- Amongst the academic staff, there is an extensive spread of expertise across all the disciplines of the Institute. Priority is given in recruitment in most areas, to established professionals in their specialist disciplines.
- The Institute policy is that some 20% of its teaching should be conducted by outside practicing professionals who add important dimensions to DIT courses and research activities and help to ensure that they remain up-to-date. This also enhances the Institute's links with industry and commerce.
- Many of the Institute's permanent academic staff have availed of opportunities provided to enhance and update their qualifications and they continue to be involved in research or consultancy work appropriate to their discipline areas.
- Large numbers of staff members and students participate in international exchange through programmes such as ERASMUS, TEMPUS, SOCRATES, etc..
- Staff commitment to the Institute, its courses and its students is high. There is low staff turnover and a good team spirit prevails.
- By general Irish standards, DIT is a mature academic institution with a long history and tradition extending back over more than a century. Most of its Schools and Departments are at least twenty years in existence and have been sensitive to the requirements of industry and the need to keep abreast of developments affecting their discipline areas.

Is léir gur mór an dúshlán é fiú na caighdeáin atá aimsithe agus na gaiscí atá déanta a chaomhnú. Ach san aois ard-teicneolaíochta seo ina bhfuil cúrsaí ag síorathrú, ní leor iad a chaomhnú amháin, ach ní mór iad a shárú. Tugann freagra spreagúil na foirne i ngach Scoil den Institiúid ar na dúsháin roimhe seo, lán-mhuinín dom go sárófar na dúshláin nua atá os ár gcomhair agus go n-athrófar iad ina ndeiseanna chun an Institiúid a fhorbairt agus a chur chun cinn a thuilleadh amach anseo.



Brendan Goldsmith
President
October 1995

Introduction

This introductory Volume of the Institute's Second Annual Report, for academic year 1994/1995, provides a general overview of its operations for the year and highlights certain aspects and developments which have taken place. It is accompanied by a second Volume, which records statistical and other background information about the Institute for the same period.

The 1994/95 academic year was the Institute's second full year of operation as an autonomous statutory body and during the year further progress was made in developing its administrative structures. Following the termination of arrangements with the City of Dublin Vocational Education Committee (CDVEC) for the provision of administrative services on an agency

basis, regarding areas such as payroll and creditors, DIT recruited some additional staff, including a Finance Director, in accordance with an initial additional staff allocation approved by the Department of Education. When those appointed took up duty, the Institute became less dependent on and subsequently terminated the financial services provided on a consultancy basis by the accounting firm of Craig Gardner.

The Institute's Third Governing Body, the membership of which is given in the Appendix, was nominated by the Minister for Education, in accordance with the provisions of the DIT Act (1992), on 1 April 1995 and took over from the Second Governing Body at that stage of the year under review.



Review of the 1994/1995 academic year

The most significant development affecting the operations of DIT in the 1994/95 academic year was the coming on stream of the new 10,300 m² facility in Aungier Street and the transfer of the former College of Commerce activities to it from Rathmines in September 1994. This was a major operation which involved equipping and fitting out the new facilities and making other arrangements to ensure a smooth transfer. The fact that it was achieved without appreciable disruption to the academic programmes is a tribute to the efforts and goodwill of all those involved.

was influenced by changes arising from the implementation of the new Apprentice Scheme initiated by Foras Áiseanna Saothair (FÁS) which were described in the Institute's First Annual Report. The remaining 5 designated trades which have the largest participation are scheduled to be included in the new scheme from September 1995.

The enrolments in part-time and evening classes continued to decline somewhat despite the efforts made to develop new programmes and update existing ones in response to changing

Student Enrolments in DIT, 1990 - 1994

Year	Full-time	Part-time	Apprentices
1990/91	7,997	9,878	5,412
1991/92	9,139	9,818	5,509
1992/93	9,299	9,551	5,192
1993/94	9,815	8,787	4,929
1994/95	9,649	8,553	4,201

The table above shows the growth in DIT student enrolments over the five year period from 1990/1991 to 1994/1995. Full-time student enrolments have, in general, continued to increase and this has added to the accommodation problems faced by the Institute. It is evident however that the actual enrolment in DIT full-time programmes in 1994/1995 showed a slight decline in numbers when compared with 1993/1994, which resulted from a decision taken to curtail first year enrolments because of overcrowding and shortage of resources.

DIT's involvement in the Craft Apprentice area

employment patterns and new developments in technology. The projected enrolments for the 1995/1996 academic year show an increase but whether or not these are realised will depend on the resources available to mount all the scheduled courses and the demand that emerges for them.

The DIT Colleges continue to give attention to the development of short courses in response to requests from employer firms and the trade unions, and it is projected that this activity will become a more important feature of the work of the Institute in the years ahead.

Operational Programme for academic year 1995/1996

The main developments projected and priority issues expected to face the Institute during the 1995/1996 academic year, as outlined in the Operational Programme submitted in February 1995, are as follows:

- implementation of the Faculty Structure and

the accompanying management systems

- filling the vacant full-time academic posts across the Institute

- obtaining approval for additional full-time academic posts to reduce the proportion of

part-time and EPT teaching staff, and facilitate projected developments in research and post-graduate activities

- developing appropriate promotion structures for academic staff

- appointing the DIT Chief Librarian and developing the library staffing structure and the overall library service

- increasing staffing in the technical support areas across the Institute

- developing an appropriate maintenance service for the complex buildings of the Institute which have an insured value of some £150m

- formulating and implementing an integrated policy for staff development

Provision was made in the budgets submitted at the same time to accommodate these developments, and discussions were initiated and subsequently progressed with the Department of Education towards their realisation.

The Institute's finances

A summary of the Institute's Income and Expenditure for academic year 1994/1995 is given in the table below. This follows a similar pattern to the previous academic year with 68% (69% in previous year) of the Institute's income coming from the Department of Education block grant, 15% (15%) from tuition fees and 17% (16%) from other sources, including research income, etc.. On the expenditure side the major cost elements were academic costs which accounted for 65% (64%) and rental and maintenance of premises 12% (12%)

The programme to implement an integrated DIT financial and budgetary control system was progressed further with the implementation of the General Ledger module and structuring of a new chart of accounts at Department/School level. The next phase is to involve the integration of Creditors/Purchasing modules on to the General Ledger which will provide a flow of timely and accurate management and financial information from the beginning of the 1995/1996 academic year. The extent of the financial transactions in DIT makes this devel-

Summary of accounts (in £k) (pending completion of audit)

	1993/94 1 Sept - 31 Aug	1994/1995 1 Sept - 31 Aug
CURRENT INCOME		
Department of Education	40,346	39,992
Release from capital reserve	4,916	5,832
Tuition fees	8,621	8,767
Research grants/contracts	<u>2,916</u>	<u>1,687</u>
Sub-total	16,453	16,286
Other income	1,529	2,288
Total	<u>58,328</u>	<u>58,566</u>
CURRENT EXPENDITURE		
Academic departments	35,792	37,935
Academic support services	911	1,534
Premises	7,039	6,754
Central administration & services	2,852	2,843
General educational services	1,249	1,140
Student facilities & amenities	706	836
Research grants/contracts	2,916	1,687
Depreciation	4,916	5,832
Total	<u>56,381</u>	<u>58,561</u>
SURPLUS FOR YEAR	1,947	5
SURPLUS (DEFICIT) AT START OF YEAR	(1,395)	552
SURPLUS AT END OF YEAR	552	557

opment one of crucial importance in achieving better budgetary control and more timely information. The budget build up for non-pay was processed through the system for the first time in the 1994/1995 academic year.

DIT has continued to operate a payroll system similar to that which was used by CDVEC and it was envisaged that a new system might be implemented in time for the 1995/1996 tax year. However this had to be deferred due to lack of staff resources but it is hoped to commence

work on it later in 1995 and integrate it into the General Ledger in 1996.

The change over to an accrual accounting system from the previous CDVEC system has necessitated staff training in new accounting procedures and has also highlighted the need for adequate resources to run them. Only when this has been achieved in conjunction with the systems development, can a regular flow of appropriate management information be produced on a reliable basis.

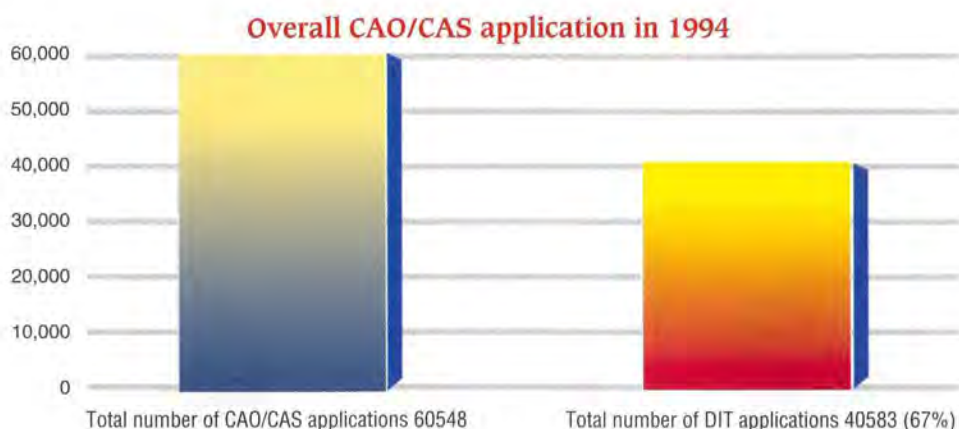
Applications to full-time courses through CAO/CAS



The Institute's First Annual Report provided a detailed analysis of the applications made to DIT in 1993 for its full-time courses, through the CAO/CAS system. Not surprisingly the situation in 1994 followed a broadly similar pattern with DIT retaining its position relative to the other higher education institutions - fifth in the first preferences on the Degree list but still

ahead of three Irish universities, and at the top of the first preferences in the Certificate/Diploma list, well ahead of all the other institutions involved with these types of courses. Once again significantly more applicants expressed a preference for a DIT course at Degree/Diploma/Certificate levels than for any other Irish higher education institution.

The actual figures for 1994 show that 43.8% of the 49,847 Degree applicants included DIT amongst their preferences and some 10% of them gave DIT as their first preference. These figures are all the more noteworthy because DIT does not offer general Arts Degrees which annually account for one third of the Degree preferences nationally. Over 70% of the 53,792 Certificate/Diploma applicants indicated a preference for a DIT course and 40% of them indicated their first preference for a DIT course at this level. 67% of the 60,548 total number of applicants indicated a preference at some level for a DIT course, showing excellent recognition of DIT and the wide appeal of its courses to applicants nationally.



Advanced Technical Skills (ATS) programmes



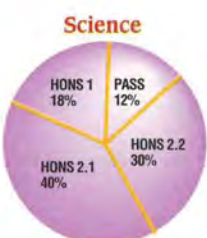
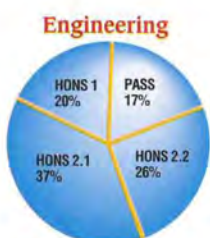
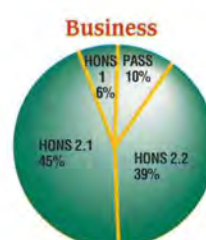
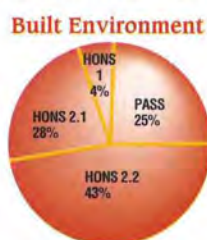
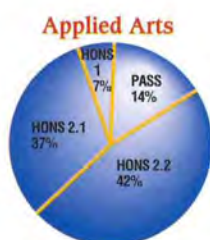
Following extensive representations made by the Institute, the national Advanced Technical Skills (ATS) programme was extended to include DIT courses in 1995. The selection of courses for inclusion in this scheme was made by a Committee nominated by the Department of Education. DIT programmes which were approved include:

- European MA in Interactive Multimedia at DIT Aungier Street
- Graduate Diploma in Rural Tourism at DIT Cathal Brugha Street
- MSc in Computer Applications at DIT Kevin Street
- Graduate Diploma in Business to Business Marketing at DIT Mountjoy Square
- Graduate Diploma in International Marketing/Languages at DIT Mountjoy Square
- Graduate Diploma in Environmental Development, Management and Control at DIT Bolton Street
- Graduate Diploma in Regional and Local Development at DIT Bolton Street

As separate funding for courses approved under this programme was provided, this was not included in the main DIT budget.

Student performance and achievement

Summary of degree awards in each Faculty
ACADEMIC YEAR 1994/95



In the 1994/1995 academic year the number of graduates qualifying for Degree awards of the University of Dublin under the Partnership Agreement between the university and DIT was 823, which was about 9% of the primary Degree recipients in the country as a whole. The figure on the previous page shows the distribution of honours grades on the Degree courses in the six Faculties in the most recent graduating cohort. Clearly the percentages of first class honours grades vary between the Faculties, but the percentage in each individual Faculty is very close to the average percentage in the corresponding faculties of the Irish universities.

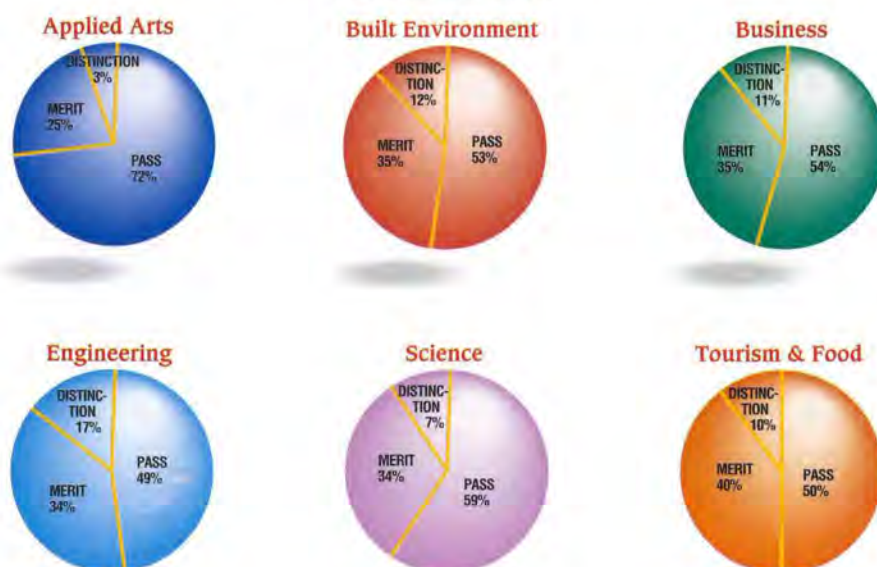
The figure below shows the distributions of grades on Diploma/Certificate courses in the six Faculties in the 1994/1995 graduating cohort. In this case the percentages achieving Distinction/Merit grades range between 28% in the Applied Arts Faculty and 51% in the Engineering Faculty. This graduating cohort of 2,373 Diploma/Certificate recipients was about 20% of the total of such graduates from all public sector third level institutions in the country in the past year.

Associated with most courses in the Institute, are special prizes for meritorious performance in the final examinations or in some element of those examinations. These prizes are annually sponsored by companies closely associated with the discipline area of the course and provide an important link between the Institute and the world of work.



A scheme was initiated by the Institute in 1991 to make awards to students who achieve academic excellence in their examination performance, as determined by criteria approved by Academic Council. The first awards under this scheme were made on 21 October 1994 when 35 graduates were presented with the DIT Gold Medals for Academic Excellence, 10 from the graduating class of 1991, 10 from 1992 and 15 from 1993. 4 of these came from the Built Environment Faculty, 3 from Business, 16 from Engineering, 11 from Science and 1 from Tourism and Food.

Summary of diploma/certificate awards in each Faculty
ACADEMIC YEAR 1994/95



Research and Development activities in DIT



The DIT Act (1992) specifically describes amongst the functions of Academic Council, making recommendations for programmes of research and development. Council has received encouragement and help from the Department of Education in promoting and developing research and development activities throughout the Institute. Considerable progress has been made in facilitating members of staff to engage in research and take on postgraduate students to undertake this work. The Institute has in recent years developed a policy of fostering and encouraging in every way possible the development of a strong research ethos in the various discipline areas. In the 1994/1995 academic year about 150 postgraduate research students and research assistants were involved, working mainly in areas of science, technology and marketing.

With the emergence of research and development activity in the Institute in the early 1980s, the Institute established the DIT Project Development Centre as far back as 1983 to provide graduates with support and facilities to develop their entrepreneurial skills and business plans. By mid-1995, some 95 graduate level businesses had been launched and some 360 jobs created directly through this initiative. It is expected that further funding, provided through the ESF section of the Department of Education, will be made available to fund 32

new places in the programme in the academic year 1995/1996.

Following the success of the Project Development Centre, the Institute developed a policy and strategy of forming Research Centres, with sufficient critical mass to provide solid continuity in research work and funding. These have usually been formed around researchers with a proven track record, and have been designed to enhance and assist the research effort of the Institute, thus enabling the Centre to compete for major research funding in the future, and become self-financing where possible.

The first of these Centres, the DIT National Avionics Centre in DIT Kevin Street, was formally established early in 1995 as National Avionics Ltd., the first DIT campus company.

In early 1995, DIT was very successful in the Forbairt national 'competition' for technology centres, obtaining funding for

- a DIT National Maintenance Centre in DIT Bolton Street
- a DIT Visual Computing Centre in DIT Aungier Street, and
- a DIT Timber Technology Centre in DIT Bolton Street.

Proposals in relation to several other DIT projects were well received and are expected to obtain external support in the near future. As steps in assisting this process, Governing Body decided to fund

- a DIT Built Environment Centre in DIT Bolton Street
- a DIT Radiation Science Centre in DIT Kevin Street, and
- a DIT Tourism Centre in DIT Cathal Brugha Street.

By mid-1995, five other Research Centres, which had been established earlier, were in successful operation,

- the DIT Food Product Development Centre in DIT Cathal Brugha Street,
- the DIT Industrial Control Centre in DIT Kevin Street,
- the DIT Environmental Health Centre in DIT Cathal Brugha Street,
- the DIT Applied Optoelectronics and Optical Communications Centre in DIT Kevin Street, and
- the DIT Consultancy and Research Centre for the Built Environment in DIT Bolton Street.

As well as these special research Centres, there are over 20 other active research groups in Schools/Departments across the Institute - Electrical and Electronic Engineering, Chemistry, Physics, Distance Learning, Biological Science, Mathematics, Marketing, Social Sciences, Communications and Media, Informatics, Food Science, Engineering Technology, Built Environment, Design and others. Some of these are at an advanced stage of being established as research Centres. There is also a number of individual researchers involved in basic research, who are continuing to work with international links.

Because the DIT Act makes specific provision for research, consultancy and development, such activities are now regarded as central to the role of DIT. Budgetary provision has been made to support, in addition to the Research Centres, the following schemes.

SEED FUNDING

Provision was made for amounts of up to £4,000 per project to be allocated to R&D projects likely to attract further funding. A sum of £150,000 was earmarked in the 1994 budget for this activity.

POSTGRADUATE SCHOLARSHIPS

A scholarship scheme has been established for postgraduate students working under the direction of DIT research supervisors. Twenty such scholarships of two years duration were



provided in the 1994/1995 academic year and a further twenty will be provided in 1995/1996. A total budget provision of £90,000 was included for this programme.

POST-DOCTORAL FELLOWSHIPS

A decision has been taken to introduce DIT Post-Doctoral Fellowships for the first time in 1995. The proposed initial recruitment will be six fellows and whilst they are open to the whole range of DIT activities, they will be directed mainly towards the applied disciplines highlighted in the DIT Research Plan which was outlined in the First Annual Report. A provision of £56,000 was made for this area in 1994/1995.

STRATEGIC RESEARCH AND DEVELOPMENT PROGRAMME (SRD)

Funding was obtained from the European Social Fund (ESF) section of the Department of Education for a continuation of the SRD programme. In the 1994/1995 academic year 32 students were funded and an additional 32 are expected to commence in the 1995/1996 academic year.

Funding of £450,000 p.a. has been approved for the programme up to 1999. The programme provides research and development training for graduates in strategic technological areas with the specific purpose of enhancing the capability of the graduates and advancing Institute/industry links.

ENTERPRISE DEVELOPMENT PROGRAMME (EDP)

This programme operates under the DIT Project Development Centre. Funding of about £330,000 was provided in 1995 for it by the ESF section of the Department of Education.

Both of the latter initiatives are funded under the European Regional Development Fund Operational Programme for Industrial Development 1994-1999.

During the 1994/1995 academic year there were in total 204 persons engaged in research and development work across the Institute, under the various programmes mentioned above.



Progress in enhancing Quality Assurance procedures

As reported in the First Annual Report, the Institute established a Working Group in February 1994 to review the DIT Quality Assurance procedures. This Working Group continued its work during the 1994/1995 academic year.

and published a comprehensive DIT Quality Assurance Handbook in April 1995, following extensive consultation with Academic Council and members of academic staff. In a foreword to the Handbook, the President, Dr.

Goldsmith, stressed that the achievement of the highest possible quality of educational provision is the core aim of the Institute and that academic Quality Assurance is a journey towards *EXCELLENCE*. He exhorted every member of the DIT community to co-operate in implementing the procedures set out in the Handbook and invited them to suggest improvements in the light of experience so that the Institute "may continue to enhance the educational services which it is offering".



The adoption of the QA Handbook codified many of the practices of Academic Council over the previous 25 years.

Work of Academic Council

Since the formal establishment of Academic Council in 1970 its general functions have related to the planning, co-ordination and development of third-level education in the Colleges of DIT. Its initial terms of reference gave it responsibility for the following:

- the establishment, maintenance and development of courses, other academic work (including research) and academic standards in the Colleges, both individually and on a co-operative basis between Colleges;

One of the key proposals in the Handbook related to the establishment of a new sub-committee structure for Academic Council, which was proposed in the context of the new Faculty Structure for the Institute, even though that had not yet been implemented. This sub-committee structure of six main sub-committees, was as follows:

- Academic Quality Assurance Committee
- Graduate Studies and Research Committee
- Examinations and Awards Committee
- Recruitment and Admissions Committee
- Committee on Teaching and Learning Strategy
- Staff Development Strategy Committee.

Furthermore, in order to facilitate its work, Council decided to constitute a Standing Committee to assist in the management and co-ordination of its functions and generally carry out the more routine duties between full meetings of Academic Council. As an interim measure before the Faculties were constituted, it was decided to proceed in accordance with the guidelines in the Handbook but regarding the existing Colleges as ad hoc Faculties, in order to facilitate the establishment and initial operation of these sub-committees. Considerable progress was made before the end of the 1994/1995 academic year by proceeding on this basis, and an Academic Board was established in each DIT College to oversee the implementation of the revised QA procedures.

- the academic requirements for the admission of students to, and for continued participation in, such courses;
- the award of qualifications to persons who successfully completed courses approved for the purposes of such awards;
- the award of scholarships, prizes and other distinctions;
- the regulation of examinations conducted by the Colleges;

- the appointment of external examiners;
- the nomination of academic representatives to external bodies;
- the development and maintenance of liaison with industry, commerce, professional bodies, research organisations and other educational institutions;
- the establishment of boards of studies or other committees for academic purposes;
- the fostering of academic staff development and the establishment of programmes for such development.

Section 11 of the DIT Act (1992) sets out the functions of Academic Council which are broadly similar to the above and hence the implementation of this aspect of the legislation did not present any major challenge to the Institute.

During the 1994/1995 academic year Academic Council completed the validation or review of 11 courses across the Institute.

In June 1995 Council approved a Report from a sub-group relating to arrangements for academic dress for undergraduate and graduate awards and for senior academic staff in each Faculty of the Institute.



Faculty structure of the Institute

As indicated in the First Annual Report for the January 1993 to August 1994 period, a consultative group under the Chairmanship of the President, Dr. Goldsmith, was established by the outgoing Governing Body in December 1993 and charged with forwarding recommendations for implementation relating to a new integrated organisational structure for the Institute in accordance with the provisions of the DIT Act (1992). This consultative group engaged in an extensive consultation process with the staff of the Institute over the following six months. It involved numerous meetings with academics and others in different areas, the processing of more than 70 written submissions and the administration of a questionnaire survey which aimed to elicit staff views on vari-

ous issues relating to a desirable new organisational structure for DIT. At the end of this process the consultative group prepared a report for presentation to Governing Body containing proposals which, in broad terms, were similar to those recommended in the IPA report issued in April 1993, but were more specific and focused in some areas. The overall structure proposed remained a Faculty-based one but there were significant changes included in the more detailed aspects of the recommendations.

The consultative group's report was considered and adopted at a special meeting of Governing Body in October 1994. After some important amendments were incorporated, a final DIT

Faculty structure approved for DIT

APPLIED ARTS	BUILT ENVIRONMENT	BUSINESS	ENGINEERING	SCIENCE	TOURISM & FOOD
Art & Design	Architecture	Accounting	Civil & Building Services	Biological Sciences	Food Science & Technology
Conservatory of Music & Drama	Construction Studies	Management	Control Systems & Electrical	Chemistry	Hotel & Food Operations
Languages	Environmental Technology	Marketing	Electronic & Communications	Mathematics & Informatics	
Media & Communications	Property Studies	Retail	Mechanical	Physics	Tourism Services
Social & Legal Studies					

Structures document was forwarded to the Minister for Education for approval with a suggested implementation schedule. A diagram of the Faculty structure approved by Governing Body, is given above.

The Institute thus became committed to putting in place a Faculty-based structure to enable it to chart its future and function effectively as a major integrated university-level institution, focussed on the highest standards of quality.

Staffing and related matters

In January 1995, the academic full-time staff was 690 full-time together with 159 eligible part-time (EPT) or contract academic staff. The administrative, library, technical support and maintenance staff were 140, 30, 70 and 215 respectively, giving a grand total staffing in excess of 1300. In addition to these staff the Institute employed over 1000 academic staff on a part-time basis.

Since its establishment in 1993, the Institute has been very aware of the importance of providing a continuous programme of staff development, particularly as it is an organisation whose primary resource is its staff members, which have to be up to date if they are to function effectively. This realisation is reflected in the increasing portion of the DIT budget allocated to staff development over the past few years. The Institute expended £505,000 on staff development in 1994/1995, and has made a budget provision of £677,000 for it in the coming academic year.



A Staff Development Working Group, with Paul O'Sullivan as Chairperson, was established by Governing Body in late 1994, charged with the specific task of reviewing the situation in which diverse staff development initiatives were tak-

ing place under the College system, and formulating a feasible integrated staff development and training programme which would be responsive to the requirements of the new DIT. In July 1995 the Working Group submitted a report which outlined complementary operational plans for staff development for each of the categories of staff. The guiding aim of the DIT Staff Development Programme as outlined in this report, is to support and service the mission of the Institute. Staff development is viewed in a strategic framework related to this mission and linked to the achievement of goals such as teaching performance improvement, research development and general career enhancement for each staff member.

Academic Council, in welcoming the Report, has recommended the establishment of a Staff Development Strategy Committee to consolidate and monitor the implementation of the DIT Staff Development Programme in the future.

Historically the induction of new staff took place on an informal basis, mainly at the initiative of the Head of School/Department or her/his colleagues. It therefore had a limited impact, and rarely introduced the new lecturer or other staff member to the full scope of the Institute. A new induction programme has more recently been designed to familiarise all staff, both academic and non-academic, with the ethos of quality in DIT, aimed at providing a better understanding of the Institute and thereby initiating a loyalty to it. The programme aims to assist recently recruited staff in becoming part of the Institute's team and community. It is intended that the induction programme will be organised early in

the first year of employment and the first such session will be held in academic year 1995/1996.

The Institute offers a wide variety of opportunities and support for its staff to enhance, develop and update their qualifications and expertise. All DIT staff are given the opportunity to pursue any of its own courses without paying tuition fees, provided it does not interfere with the performance of their normal duties. Arising from the Partnership Agreement with the University of Dublin (TCD), there is a facility which enables a number of DIT academic staff to pursue higher Degrees of the university without paying tuition fees. DIT is participating in some aspects of a joint academic staff development 'Training of Trainers' programme with the RTCs, which was developed on a conjoint basis using academic strengths and expertise of the different institutions involved.

The Institute adopts a very positive approach in providing funding for staff who wish to attend seminars, conferences and other events which relate to their teaching, research or other duties. Some 297 staff received funding to attend conferences and in-service courses during the 1994/1995 academic year.

Furthermore during 1994/1995, the Institute developed and published policies in relation to

- *Equality of Opportunity in Employment*
- *Preventing and Dealing with Sexual Harassment*
- *Safety, Health and Welfare at Work*

Issues given special consideration by Governing Body

At its October 1994 meeting, Governing Body considered a report which showed that students in the Dublin area are seriously disadvantaged because of the shortages of places on Certificate/Diploma courses available to them locally. This showed that on average 340 points were required in 1994 to gain entry to DIT Certificate/Diploma type courses, which were also offered by RTCs, and this was 110 greater than the corresponding average figure for the RTCs. A recent HEA study showed that the level of participation in Certificate/Diploma courses in the Dublin area was much lower



than in any other part of Ireland and it recommended that this inequity should be addressed by the Government. It was agreed that the Institute should prepare a case for the increasing number of Certificate/Diploma places likely to be made available in the Dublin area.

Accordingly Governing Body decided to establish a sub-committee to consider this matter and also to examine DIT's role in employment creation.

In their report presented in February 1995, the sub-committee made the following points.

- *DIT is already a well established institution with experienced staff, a wide range of facilities, and strong links with industry, commerce, professional bodies, etc.,*
- *Its different centres are conveniently located and are readily accessible by public transport.*
- *Some of the Dublin areas with very low participation are very close to the DIT centres and many applicants from these areas are probably not successful in gaining admission due to the high level of competition for the number of places currently available.*
- *DIT has a tradition of flexibility and offers well-developed ladders enabling the more able Certificate or Diploma students to progress to Degree or professional courses.*
- *A very significant number of students drawn from across the social spectrum come from families where their family or friends are*

attending, or have attended DIT (on full-time, part-time or apprentice courses). This helps to break down barriers that might possibly exist, especially among persons from more deprived backgrounds.

- *There are obvious benefits of larger scale operations in relation to the utilisation of and access to expensive specialised equipment and services e.g. libraries and computing equipment.*
- *There would be savings to the State (as well as to students and their families) if at least some of the 600 or more Dublin students who went to RTCs outside of Dublin pursued their studies at a home institution, since the lower 'adjacent' grant or funding support would then apply to them.*

The report summarised recent initiatives being taken by the Institute in co-operation with the Dublin Chamber of Commerce aimed at addressing the problem of low participation rates of students from deprived sections of the population in the Dublin region. The sub-committee was impressed by many aspects of the work of DIT in addressing employment creation and helping people in acquiring skills and expertise. It made particular reference to the work of the DIT Project Development Centre and initiatives relating to the establishment of R&D Centres. It met with representatives of Dublin Inner City Partnership and expected that this would lead to fruitful interactions between some of its associated organisations and the staff of the Institute.

Student Services in DIT as a caring institution

The Institute attaches high priority to enhancing the services it provides for its students at all levels. Because of the rather low student/staff ratios (about 14/1) that generally operate, and due to the high levels of supervised practical, project and studio work, there is extensive personalised contact between students and staff. While the primary focus is on the direct teaching and other academic inputs involving monitoring student progress and supervision of project, laboratory, workshop and studio activities, the Institute supplements these where considered appropriate, having regard to the needs

and available resources.

Each of the six main locations in which the Institute operates has its own library, restaurant, and student facilities which in most cases include one or more social areas, and Students' Union offices. Generally however, these facilities are inadequate to cater for the student numbers on each location and they are frequently overcrowded. The Institute is conscious of this but recognises that it can only be addressed effectively in the context of an overall physical development plan.



In relation to sport and recreational facilities for some 10,000 full time students and 13,000 part-time day and evening students, the Institute's current provision is very limited and may be summarised as follows:

- *DIT Kevin Street has a moderate-sized gymnasium and a 20 metre swimming pool;*
- *DIT Bolton Street also has a moderate-sized gymnasium;*
- *Some of the other DIT Colleges rent facilities on an hourly basis in gymnasias or sports halls that are easily accessible;*
- *All the DIT College hurling and football teams are dependent on access by arrangement to the 12 acre sports facilities of CDVEC in Terenure.*

A DIT Student Services Council is functioning in the Institute and this monitors and co-ordinates the different DIT student services and makes proposals to the President in relation to the distribution of monies available from the DIT Student Services Fund. The DIT Student Services Office administers a variety of student services, among which are the Student Accommodation Service, the Student Health Service, the Student Assistance Fund and the Child Care Support Fund.

Unlike many other Irish universities and other institutions, DIT does not yet have any residential accommodation for its students. It does however provide a Student Accommodation Service which is an information service provided in co-operation with the DIT Students' Union.

The DIT Student Assistance Fund provides limited supplementary financial support for full-time students who are experiencing temporary or unforeseen financial difficulties due to a change of their circumstances. The fund can normally only deal with cases of hardship and is available to students who have already spent at least one term in the Institute. The Child Care Support Fund may provide a modest level of subsidy to students who are parents and need assistance in meeting the cost of child care during the academic year. As these students are usually entitled to State benefits and allowances, the scheme is restricted and means-tested.

The Institute Student Health Service is located in two Health Centres, one for South city centres (Adelaide Road, Aungier Street, Kevin Street, Rathmines) and one for North city centres (Bolton Street, Cathal Brugha Street, Mountjoy Square).

More than 150 Clubs and Societies operate throughout the Institute. They represent all of the major and minor sporting disciplines, as well as cultural and social activities and numerous course-related societies.

The Institute provides a confidential Student Counselling Service which is staffed by a team of six Counselling Psychologists who have an office in each of the DIT centres. This service aims to help students identify and resolve difficulties that may interfere with their academic and personal development. This service is complemented by a group of chaplains who form an integral part of life in the Institute. Their work is primarily one of pastoral care on an ecumenical basis and is directed to all who work in the Institute.

The Careers and Appointments Service provides help for students and recent graduates in regard to employment opportunities and job vacancies, through individual and group guidance.

The DIT Students' Union is the representative body for the students of the Institute. It promotes the social and organisational side of student life, including the clubs and societies, and represents the interests of students in the Institute.

Physical Development of the Institute

The Institute was pleased to receive confirmation that the Government had allocated £11.75m out of the ERDF allocation for Third Level capital projects under the Operational Programme for Human Resources to support developments relating to "Hotel Training/Tourism and Marketing and Design". While this was the largest allocation made to any of the Irish higher education institutions, and was obviously very welcome, it was also recognised that it was very inadequate having regard to DIT's extensive needs and the fact that some 15% of its accommodation is rented. The Institute went to tender for the long outstanding extension to Cathal Brugha Street in this light and it is expected that progress will be made with the construction work during the 1995/1996 academic year. As this will involve the demolition of the premises presently occupied by the College in Marlborough Street, arrangements were made at the commencement of the 1994/1995 academic year to transfer some of the Cathal Brugha Street courses to part of the premises in Rathmines vacated when the Commerce courses transferred to Aungier Street.

No progress was made during 1994/1995 in relation to the transfer of property from CDVEC to DIT as outlined and envisaged in the 1993/1994 Annual Report. The matter has again been referred to the Minister for Education for resolution in accordance with the provisions of Section 19.8 of the DIT Act (1992).

The non-availability of sites has prevented progress being made in two important priority areas which were outlined in the 1993/94 Annual Report.

- *Although an extensive site in the Camden Row/Pleasants Street area was acquired for an extension to the Kevin Street College in the 1980s, this is still occupied by the CDVEC. The planned development of a major DIT Research building on this site for which at least part of the funding is available, has been delayed as a consequence and the general development of DIT R&D activities is seriously affected and curtailed.*



The second phase of the Aungier Street project is now being planned. Other high priority projects include improving the facilities available to the College of Music and providing a suitable headquarters for the Institute which currently is located in Fitzwilliam House at 30 Upper Pembroke Street in rented premises.

- *The DIT Governing Body and staff have expended a considerable amount of effort in examining how it might provide student residential accommodation for its very large student population. So far little progress has been made because it has not been able to provide a suitable site for this purpose and the*

cost of acquiring one has undermined the financial viability of all the projects which have been examined. It should be added that all the other Irish higher education institutions have been able to provide this important element for their operations.

Reference should also be made to the many other priority needs which DIT is faced with, including acquiring additional land or sites in order to provide opportunities for future expansion of its academic facilities, to replace the substantial amount of leased properties which it currently occupies and to develop student residential accommodation, sports and social facilities, etc.. It was agreed that all of these deficiencies could be best addressed by preparing an overall Development Plan for the Institute and then mounting a sustained fund-raising campaign at home and abroad to implement it. With Department of Education approval, the Institute invited submissions from a number of practices with established reputations for this type of work.

After considering these submissions, the task of preparing a Physical Development Plan for the Institute was entrusted to the firm Scott Tallon Walker, Architects, by the Governing Body at its November 1994 meeting. Governing Body had earlier established a sub-committee to prepare an outline brief on the requirements and this was sent to each of the firms invited to make submissions.

The brief specified that the DIT Physical Development Plan should make provision for both the short and longer term development needs of the Institute, based on its emerging academic plan and any other guidelines provided or assumptions considered to be appropriate. It should further include a suitable headquarters for the Institute to replace the present rented accommodation in Fitzwilliam House.

Developing an integrated DIT data communications system

With the opening of the new major DIT Centre in Aungier Street it was decided to transfer the central computer facility from Mount Street to Aungier Street and upgrade the capacity of the network. This transfer was carried out during the 1994/1995 academic year.

Amongst the broader aspects to be examined were how the Institute and its future development should relate to the city and its commercial and cultural life; where suitable potential sites were likely to be available at affordable prices to accommodate new buildings and provide a suitable range of sporting, recreation and other facilities.

The more specific tasks to be addressed in the Physical Development Plan include:

- *to carry out an evaluation of the existing physical facilities of the Institute for its current student population, staff, R&D activities and other requirements, including the preparation of a comprehensive Building Atlas of the current facilities of the Institute;*
- *to advise on how these facilities might be better utilised, re-organised or adapted as DIT evolves into a single integrated institution with the new Faculty Structure;*
- *in consultation with senior management, to establish and clarify the desirable present and future accommodation and other physical resource needs of the Institute having regard to the established norms of the Department of Education, the Higher Education Authority and other appropriate agencies;*
- *to prepare an overall development plan which sets out the necessary additional accommodation required to meet the needs of different aspects of the Institute's operations, classified into suitable accommodation categories and spaces;*
- *to determine the additional site areas required to cater for the present and future needs of the Institute, recognising the very restricted nature of its present sites, and suggest where and how these might best be acquired.*

With the establishment of the DIT as an integrated institution the merits of having a single telephone system were very apparent. Accordingly, and with Department of Education approval, a new installation giving simultaneous voice and data transmission throughout the



Institute via digital lines leased from Telecom Éireann and providing a voicemail system across the network, was also implemented during the 1994/1995 academic year. This has greatly enhanced communications within DIT as well as with the external world.

The development of the Internet added further dimensions to the DIT communications network. Staff made increased use of the new facilities using e-mail and other enhancements both for research and international links which are an important feature of DIT's operations.

Progressing the undertakings given by the Minister for Education in relation to Degree-awarding powers for the Institute



Under Section 5.1 (b) of the DIT Act (1992) the Institute has amongst its functions:

"to confer, grant or give diplomas, certificates or other educational awards, excluding degrees other than degrees provided for by order under subsection 5.2(a)"

Subsection 5.2 (a) states:

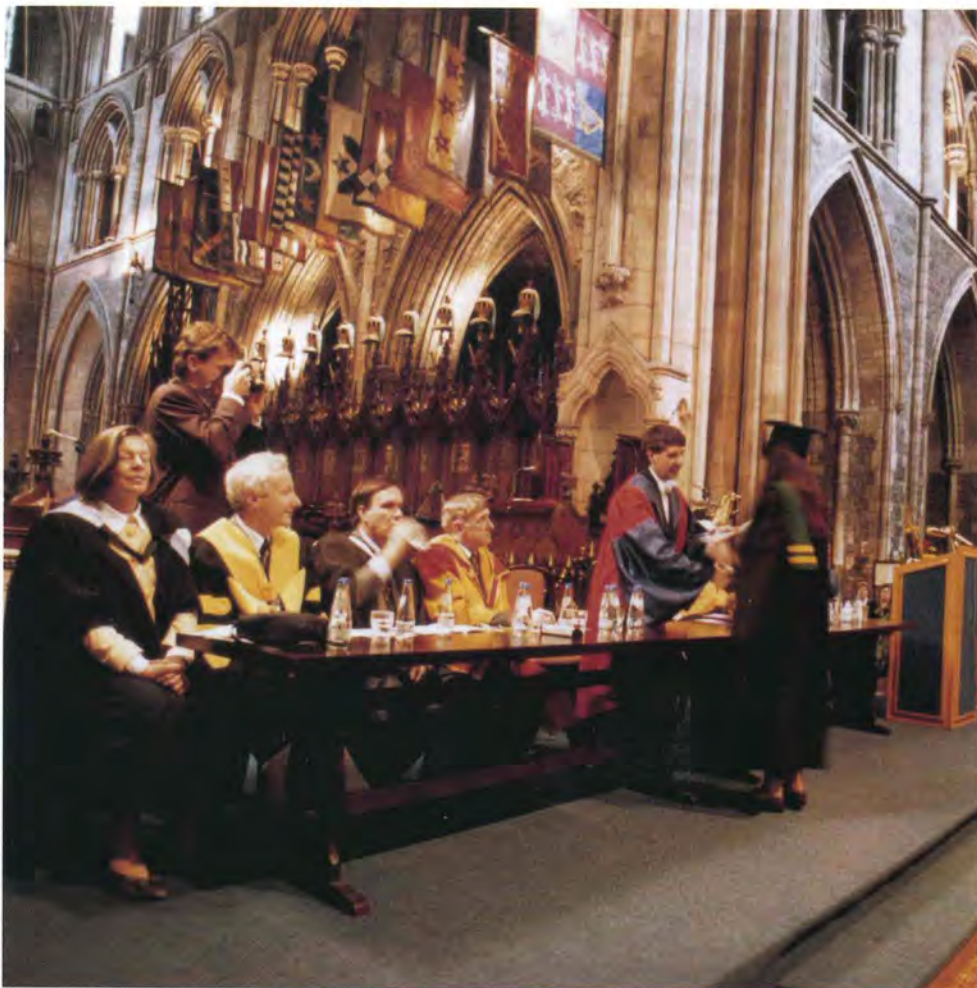
"The Institute shall have such other functions, which may include the function of conferring degrees, postgraduate degrees and honorary awards as may be assigned to it, from time to time, by order made by the Minister with the concurrence of the Minister of Finance"

During the discussions on the DIT legislation in the Oireachtas the then Minister for Education amplified on these sections and indicated on more than one occasion that Degree-awarding powers would be given to DIT within a limited time frame after the Institute was established.

On 10 July 1992, speaking in Seanad Éireann at the Committee and Final Stage of the Bill, the Minister said:

"The Dublin Institute of Technology will be given degree-awarding powers and my target, subject to discussions, would be that within 12 months, we might be able to arrive at that position. I need that time because we are undertaking a major re-organisation of the Dublin Institute of Technology, the integration of the six colleges into a single structure, and putting in place a new governing body and academic council. It is appropriate that, before we take that final step we should have an opportunity to consult with the new governing body and the academic council as to qualitative matters and, generally, how we might proceed".

The President has made representations to the Secretary of the Department of Education on a number of occasions during this academic year, requesting the implementation of this undertaking at an early date.



Concluding Comments

- ✦ The Institute wishes to formally express its appreciation to the City of Dublin Vocational Education Committee for its co-operation and assistance in meeting the statutory requirements relating to its involvement as specified in the DIT Act (1992).

The Institute would also like to avail of this opportunity to thank the Minister for Education and the officers of her Department for the sympathetic manner in which they have responded to representations made about many issues, including some major problems facing the

Institute. These generally stem from the shortage of resources for servicing its very large student population of 23,000, pursuing mainly technology-based courses. Recent studies have shown that there is now a very serious shortage of places in Dublin relating to the types of programme offered by DIT, and the Institute looks forward to working with Government and other agencies in responding to this critical situation over the next few years, as well as in planning for the Institute's own longer term development.

Appendix

The Second Governing Body appointed on 1 April 1994 was the following.

Chairperson: Prof. Ray Kinsella

Membership:

Dr. Brendan Goldsmith, President
Mr. Peter Burke (CDVEC)
Cllr. Mary Freehill (CDVEC)
Mr. Michael O'Halloran (CDVEC)
Mr. Thomas Simpson (CDVEC)
Cllr. Vincent Jackson (CDVEC)
Cllr. Lucia O'Neill (CDVEC)
Ms Maureen Dunne (Irish National Organisation of the Unemployed)
Ms Philomena Kenna (non-academic staff representative)
Dr. Patrick O'Meara (University of Dublin)
Mr. Frank O'Reilly (Irish Congress of Trade Unions)
Mr. Niall Meghan (Irish Business and Employers' Confederation)
Dr. Tom Hardiman (Dublin Chamber of Commerce)
Mr. Pierce Pigott (Institution of Engineers of Ireland)
Ms Mary O'Reilly (Irish Countrywomen's Association)
Mr. Colman Byrne and Ms Alison Flanagan were permitted to act as observers until elections were held for student representatives.
Ms Brigid Mooney-McCarthy (academic staff representative)
Mr. Tom Fennell (academic staff representative)

The membership on the Third Governing Body appointed on 1 April 1995, was the following.

Chairperson: Prof. Ray Kinsella

Membership:

Dr. Brendan Goldsmith, President
Mr. Peter Burke (CDVEC)
Cllr. Mary Freehill (CDVEC)
Mr. Michael O'Halloran (CDVEC)
Mr. Thomas Simpson (CDVEC)
Ms Maureen Dunne (Irish National Organisation for the Unemployed)
Ms Mary Farrell (CDVEC)
Mr. Séamus Greene (non-academic staff representative)
Ms Brigid Mooney-McCarthy (academic staff representative)
Mr. Tom Fennell (academic staff representative)
Ms Máire Jackman (Irish Congress of Trade Unions)
Dr. Patrick O'Meara (University of Dublin)
Mr. Frank O'Leary (Irish Farmers' Association)
Ms Mary Cryan (Irish Business and Employers' Confederation)
Mr. Peter Coyle (Forbairt)
Mr. Pierce Pigott (Institution of Engineers of Ireland)
Mr. John Donnelly (Dublin Chamber of Commerce)
Mr. Colman Byrne (student representative)
Ms Alison Flanagan (student representative)



The following members were not present for the photograph, Dr. Tom Hardiman, Cllr. Lucia O'Neill, Dr. Patrick O'Meara, Frank O'Reilly and Pierce Pigott.



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- 2 DIT Bolton St.
- 3 DIT Cathal Brugha St.
- 4 DIT Aungier St.
- 5 DIT Kevin St.
- 6 Dublin Institute of Technology
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